

Objective Force Soldier Requirements Review Council



Soldiers....the Centerpiece of our Formations

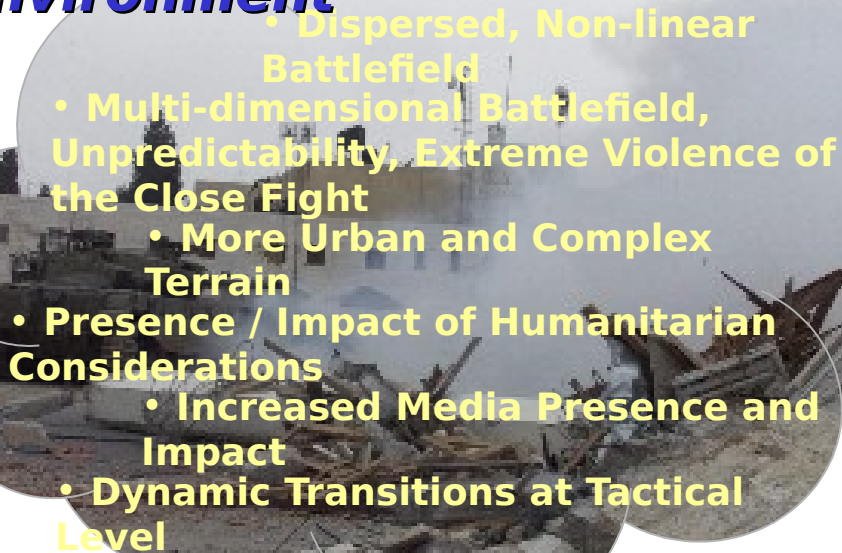


Objective Force Soldier RRC PURPOSE

- **Obtain CSA approval of concepts and way ahead to market, outreach, recruit, assess, precondition, train, and equip the Objective Force Soldier**
- **Obtain CSA approval to pursue new management model for Soldier weapons and equipment acquisition**
- **Identify emerging resource requirements for POM Process**
- **Frame issues for decision in the Personnel Transformation RRC and State of the Army Review (2d QTR, FY03)**

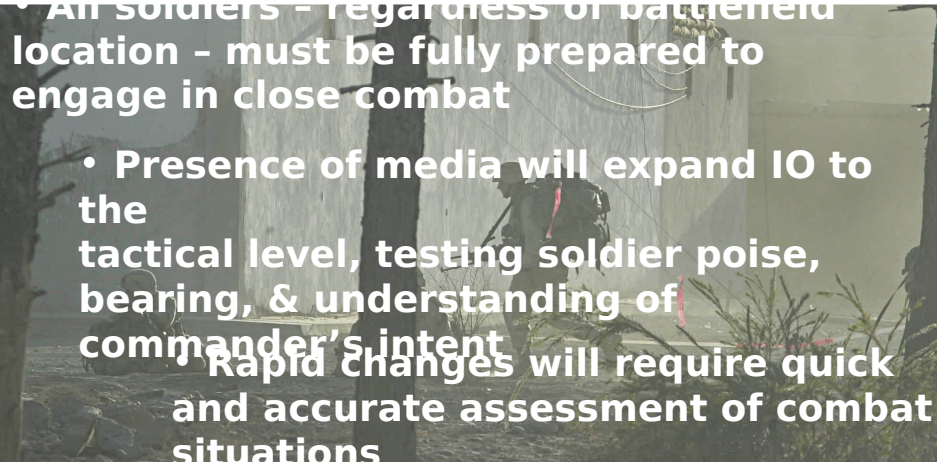
The Operational Environment And The OF Soldier Which

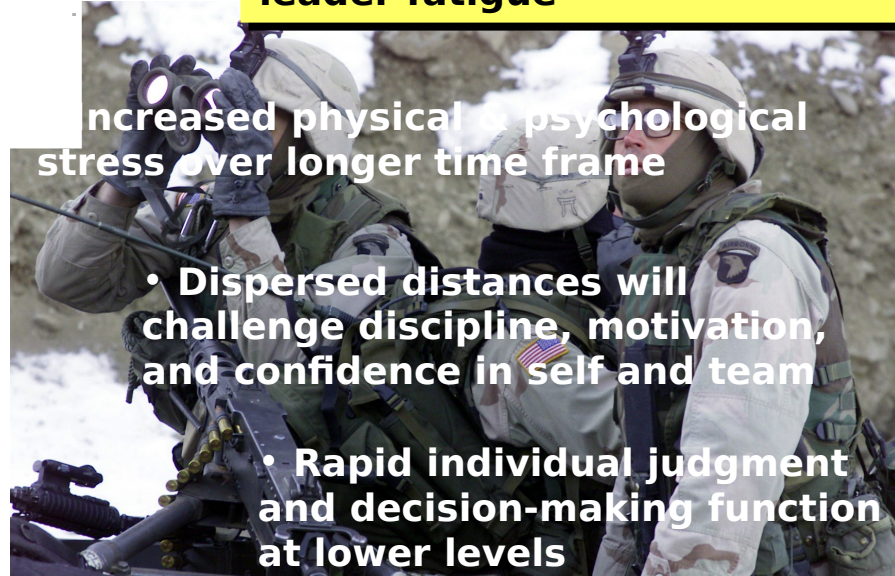
The Future Environment

- 
- Dispersed, Non-linear Battlefield
 - Multi-dimensional Battlefield, Unpredictability, Extreme Violence of the Close Fight
 - More Urban and Complex Terrain
 - Presence / Impact of Humanitarian Considerations
 - Increased Media Presence and Impact
 - Dynamic Transitions at Tactical Level

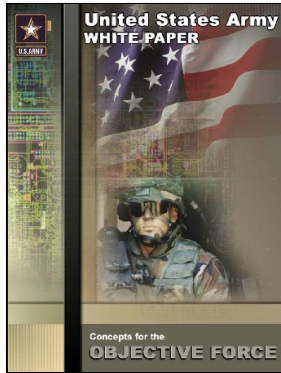
- Constant, high intensity, close combat
- No rear areas - no sanctuary
- Information Operations effects down to the tactical level
- Constantly changing ROE and tactics
- Combatant and non-combatant roles blurred.
- Extreme stress, soldier / leader fatigue

Requires Consideration of these Factors

- 
- All soldiers - regardless of battlefield location - must be fully prepared to engage in close combat
 - Presence of media will expand IO to the tactical level, testing soldier poise, bearing, & understanding of commander's intent
 - Rapid changes will require quick and accurate assessment of combat situations

- 
- Increased physical & psychological stress over longer time frame
- Dispersed distances will challenge discipline, motivation, and confidence in self and team
 - Rapid individual judgment and decision-making function at lower levels

Soldiers Are the Centerpiece of Our Formations



Objective Force Soldiers must master the transition requirements to *see first, understand first, act first, and finish decisively* faster than the enemy. How we enable this Soldier to accomplish this will have profound implications on how the Army recruits, trains, and equips its Soldiers

Soldiers' Confidence Derives From

- **Confidence in Training**
- **Confidence in Equipment**
- **Trust in Leaders**



“Their collective proficiency and willingness to undergo the brutal test of wills that is combat remains the ultimate test of Army force readiness.”

Different!

the Past.”

~~FROM TODAY~~

- **Structured learner**
- **Wants to succeed**
- **Narrow commitment**
- **Leader dependent**
- **Orders dependent**
- **Reactive**
- **Structured deployability**
- **Externally motivated**
- **Follower-oriented**
- **Undeveloped judgment**
- **Limited tech exposure**
- **Task-Focused**

SUSTAIN

Embraces Army Values



Rapid Learner



Desire for Team Membership



High Motivation



Rapidly Evolves to New Tech



TO THE FUTURE

- 
- Adaptive learner
 - Refuses to accept defeat
 - Broad commitment
 - Self-reliant
 - Disciplined initiative
 - Proactive
 - Deployable mindset
 - Self-motivated
 - Leader potential
 - Sound judgment
 - Comfortable with new technology
- h • Dominates Situations**

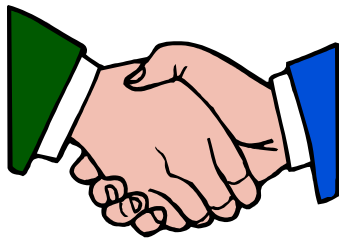
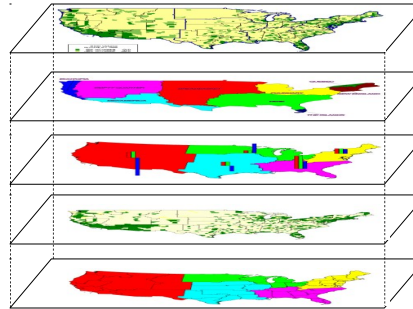
***...Every Soldier Imbued with
Army Values and the Warrior***

Transforming The Accessions Process - Accessing

FIRST HANDSHAKE

UNDERSTAND THE MARKET

Situational awareness
Objective Force market dynamics

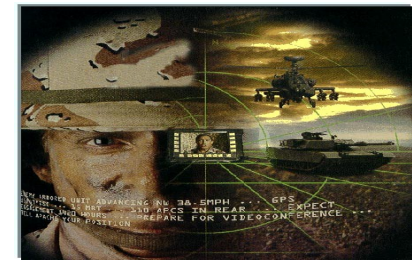


STRATEGIC OUTREACH

Leverage communications technology
National campaign strategy
Warrior Ethos message

RECRUIT

Empower recruiters through selection and training
Web-based recruiter engagement
Physical, mental, skill-based assessment



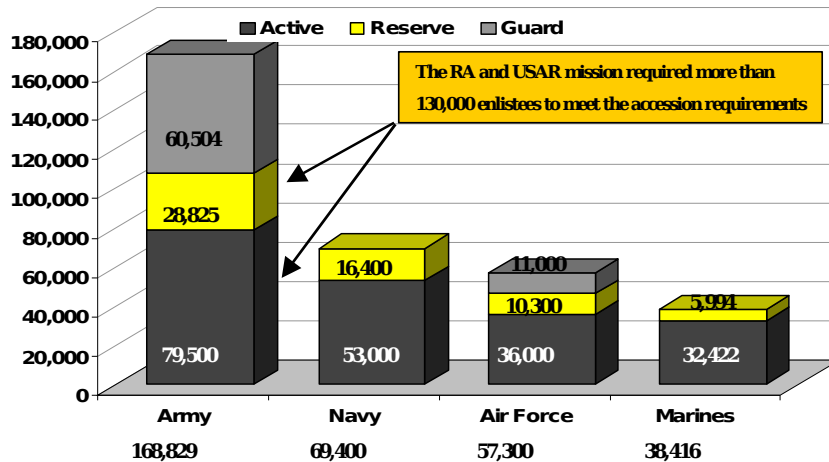
**"A seamless, integrated, standards based process that transitions
between recruiter, soldier, trainer, and first unit"**

• Market • Outreach • Recruit • Assess • Preconditioning

Recruiting the Objective Force Soldier

Magnitude & Scope of the Mission

Services Accession Missions (FY02)

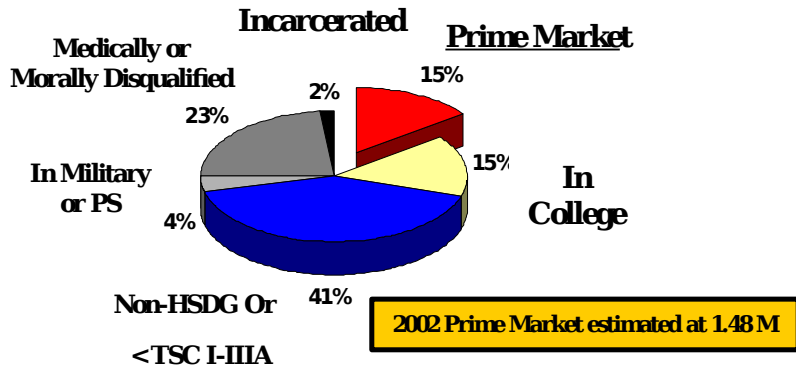


- The Army (RA, USAR and NG) mission is greater than all other services combined.
- Army recruiting is complex and precise.

Must locate qualified applicants and present them the full array of Army opportunities:

- over 200 enlisted specialties
- 40 Warrant Officer Specialties
- ROTC and OCS Missions
- 48 Medical Officer specialties

“Right Soldier and Right Skill at the Right Time and Place.”
Program



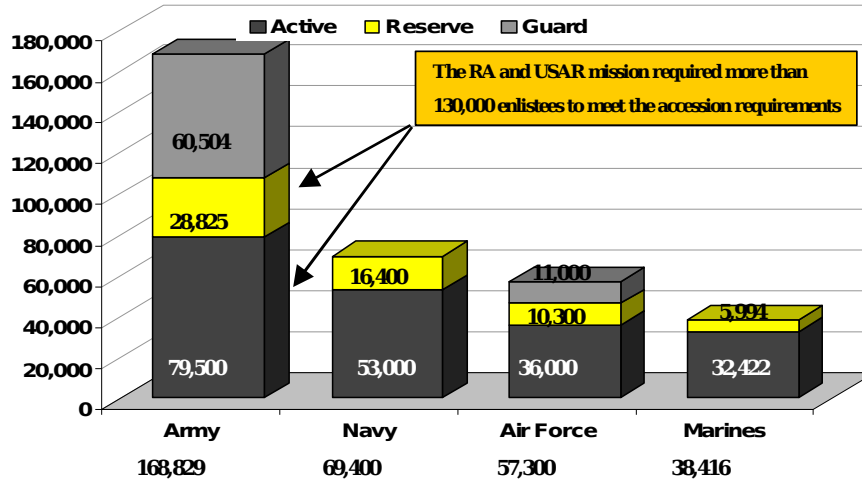
“You recruit an entire French Army a year.” BG Elrick Irastorza, Director French Army Recruiting Command, USAREC Visit 29 April 2002

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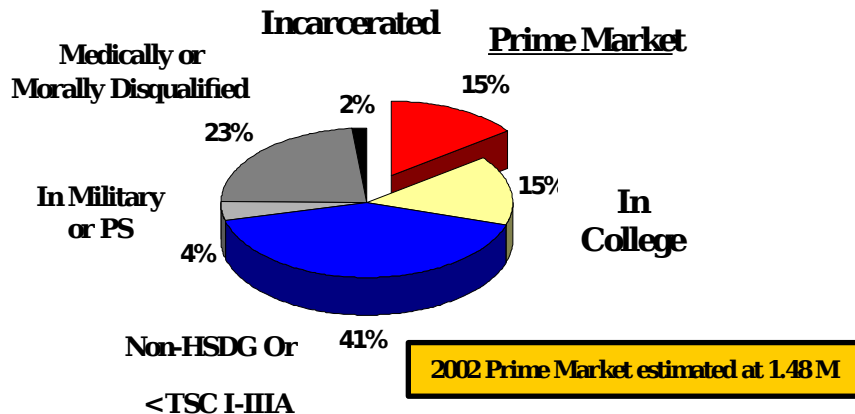


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Market Dynamics

Characteristics

FROM TODAY

Generation X

Millennials

Market trends

- Prime market growing at slow pace
- College continuation remains high
- More diverse than previous generations



TO TOMORROW

Next generation not identified

Market trends

- Prime market growing at slow pace
- College participation increasing
 - Highly diverse society

Impact on the Objective Force

- Skill mix more combat heavy; may reduce percent of females
- Higher aptitude; need to train more complex weapon system
- Somewhat greater seniority

“Market research is imperative to pinpoint the objective force soldier with unprecedented accuracy! ”

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Strategic Outreach

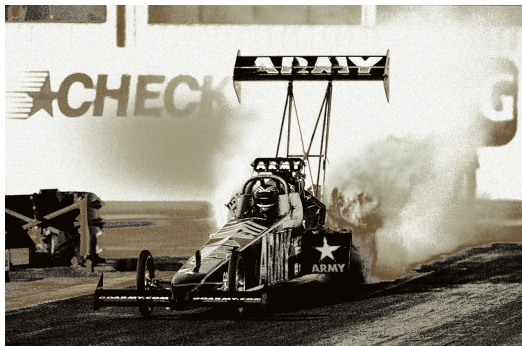
FROM TODAY

- National Campaign Strategy
 - Establish Army as Top of Mind
 - Leverage communication strategies
 - Targets future soldiers and influencers
 - National events to drive industry and local involvement



TAMACC TO TOMORROW

- National Campaign Strategy
 - Deliver the values based Warrior Ethos message
 - Precise targeting of message and media to emerging markets
 - Shapes the attitudes and perceptions of the American people toward the "Objective Force"



"Can ill afford a large number of recruiters on the street in a movement to contact"

Partnerships are pivotal to connecting with

America

• Market • Outreach • Recruit • Assess • Preconditioning • Technology will likely drive message delivery

Transformed Integrated Process

Recruiter Selection and Training

FROM TODAY

- Volunteer (35%) / Detailed (65%)
- Minimum Criteria
- Traditional training program
- Predominantly classroom environment - little simulation
- Doesn't integrate and capitalize on technology
- Provides minimum knowledge base prior to first assignment



TO TOMORROW

- All Volunteer
- Selection and screening instruments
- Tailored, self-paced training
- Employs virtual environment and use of simulation
- Fully integrates and maximizes technology (Web)
- Provides confident and competent recruiter

Central to success Maximize technology

Identify innate skills

Standardize image

"Recruiters that embody the model objective force soldier with skills, professionalism and technology."

• Market • Outreach • **Recruit** • Assess • Preconditioning •

Transformed Integrated Process

Accessions Process

TO TOMORROW



FROM TODAY

- Limited, assembly line like assessment
- ASVAB excludes from jobs
- Tied to fixed facilities
- Inefficient, mass processing
- Not responsive to the applicant

- Comprehensive assessment
 - Personality/Adaptive screening
 - Medical diagnostic evaluation and qualification
- Best fit MOS (KSA / Select XXI)
- Real time sales
- Mobile, networked recruiter
- Responsive and flexible
- Market based recruiting



• Wall practices

• Market • Outreach • Recruit • **Assess** • Preconditioning • T

Transformation Estimates

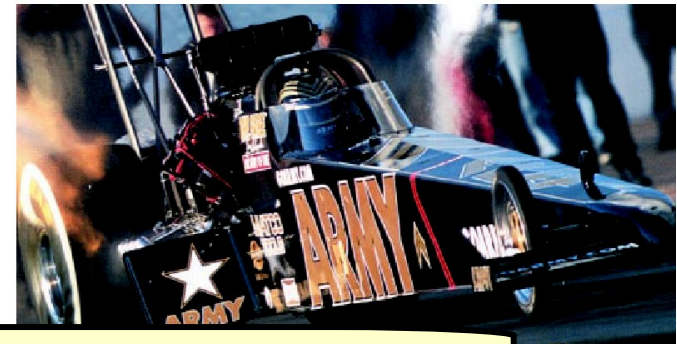
(FY03-09)



Information Technology: Includes the necessary HW & SW investments to move our current recruiter support systems away from client server to a web-based environment...as well as implementation of a common portal to allow access from the outside (e.g., for applicant self-processing)

CATEGORY (In Millions)	FY03	FY04	FY05	FY06	FY07	FY08	FY09	Total
Operations (Incl Facilities)	7.7	11.7	9.2	9.6	10.8	1.9	1.5	52.4
Information Technology	12.2	11.2	2.9	2.6	3.2	2.6	2.6	37.3
Communications	3.3	6.5	8.4	8.5	7.0	4.0	3.0	40.7
Training	2.8	4.6	3.0	1.0	1.0	1.0	1.0	14.4
Strategic Outreach		14.0	19.3	30.6	33.0	35.6	38.5	171.0
Total	26.0	48.0	42.8	52.3	55.0	45.1	46.6	315.8

Strategic Outreach: Includes incremental research costs to identify specific requirements and to test new programs for future recruiting efforts...as well as the addition of targeted marketing programs in FY04 and FY06



• Market • Outreach • Recruit • Assess • Preconditioning •

- Market • Outreach • Recruit • **Assess • Preconditioning •**

BASIC COMBAT SKILLS

CONDITIONING

- Values Based
- Emerging Leadership
- Expert Warfighter
- Lifelong Learning
- Conditioning
- Warrior Ethos

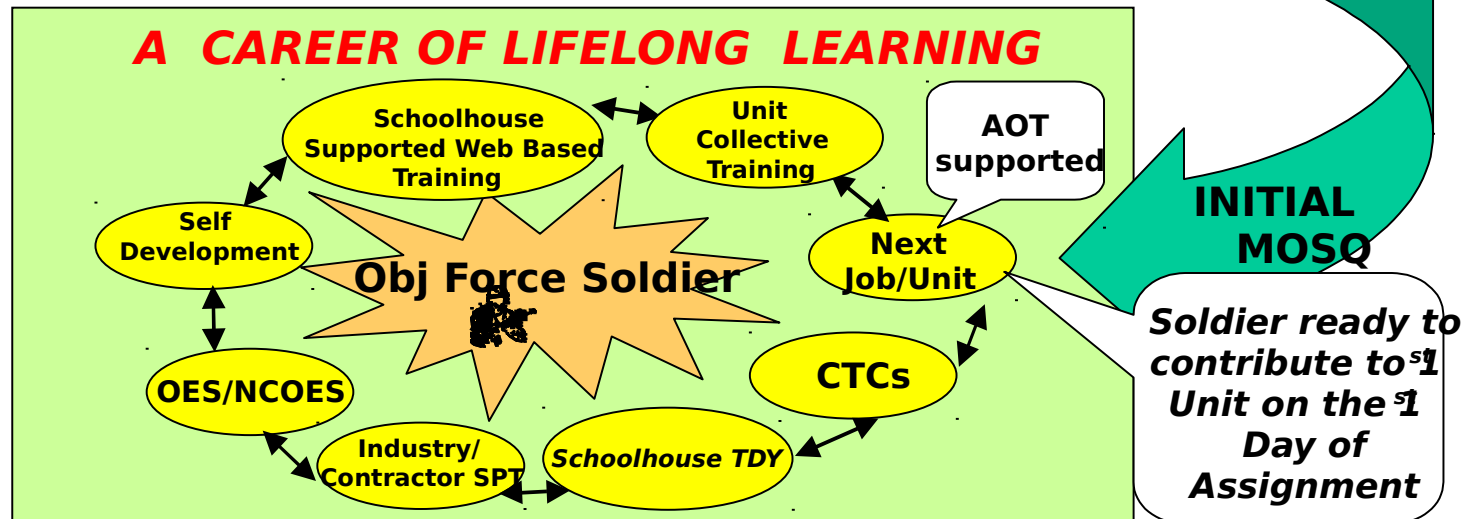
- **Psychological**
- **Medical**
- **Physical**
- **Leadership**
- **Civ Acquired Skills**
- **Suitability**

- Tailored Development
- Tng Requirements
- Self Awareness
- MOS Assignment

Technical Job Skills



Distributed Assignment Oriented Training



PRECONDITIONING

FROM TODAY

- **Limited Assessment/
Inaccurate Predictor of
Success**
- **Attrition-Based System**
- **Extensive Rehab Time/
Physical & Psychological**



**Sets Soldiers Up for
IET SUCCESS!**



**Invests in soldiers
qualified to be
in the Army**

TO TOMORROW

- **Comprehensive Assessment-Based
Training**
- **Tailored PRT**
- **Language**
- **Soldiers Positively Reinforced**



• Market • Outreach • Recruit • Assess • **Preconditioning** •

OF Initial Entry Training



FROM TODAY

- BCT, OSUT, AIT Constructs
- Branch vice Warrior Ethos
- High Student-Instructor Ratio
- Standard Army PRT
- Minimum Standards Based

TO TOMORROW

- Job Skills Trained under Battlefield Conditions/Integrated Combat Skills
- Value Based, Warrior Ethos Imbued
- Maximum Potential Focused
- Unit Cohesion Leveraged to the Fullest
- PRT Designed to :
 - Maximize Performance
 - Minimize Attrition
 - Follow-on Technical Skill Training By Exception/Multiple Means
- Modernization Fully Synchronized with Opn'l Army Equi

• Market • Outreach • Recruit • Assess • Preconditioning •

Assignment Oriented Training

- Training focused on requirements for unit assignment
- Component of Life Long Learning Process - Provides TRADOC resident and/or distributed training
- Permits training of individuals for an Army comprised of Legacy, Stryker, and Objective Forces - next 25 years
- Enables unit manning and unit rotation options
- Improves unit readiness - soldiers arrive able to immediately contribute to the unit

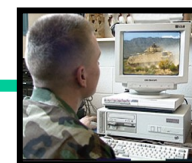
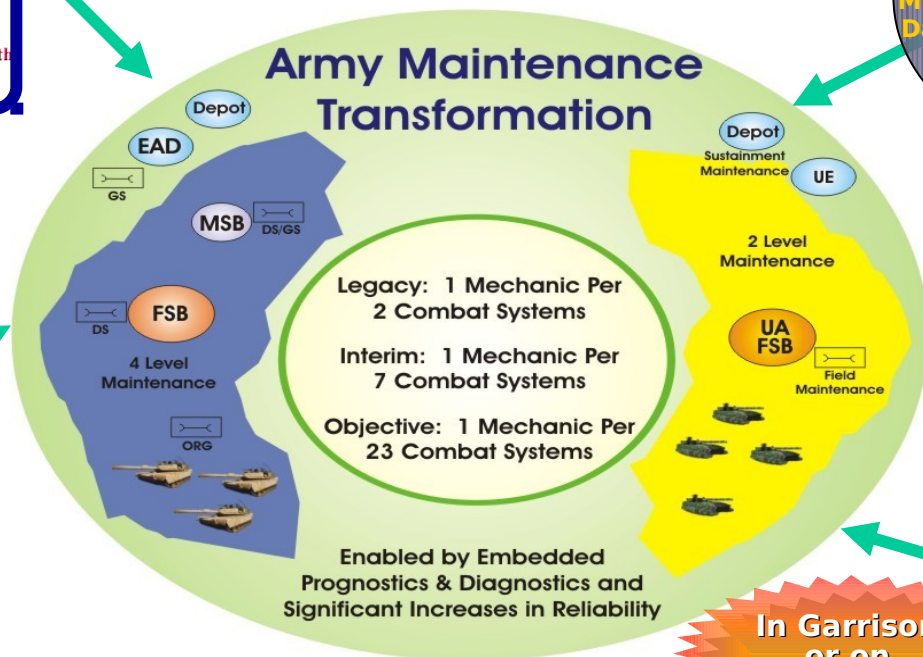
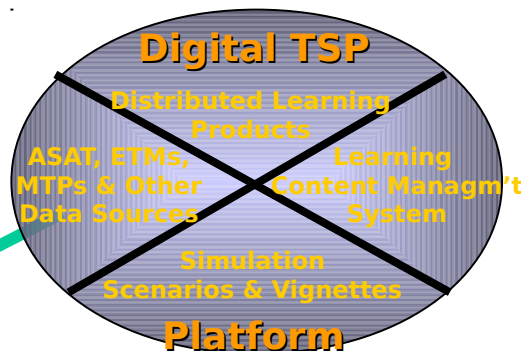


**Fundamental
to Train-Alert-
Deploy
Strategy!**

Life Long Learning

The OF Soldier

- Multi-skilled
- Increased span of responsibility
- Aided by technology



MOSQ



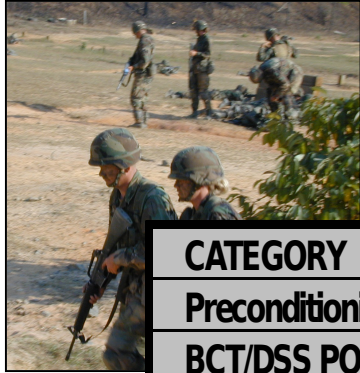
Robust Life-Long Learning Provides:

- Reach back to SME's at institution
- Technical updates
- Right-time training

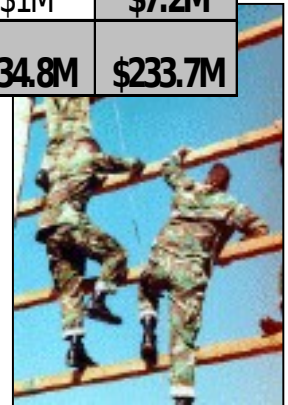


Transformation Estimates

(FY03-09)



CATEGORY	FY 03	FY 04	FY 05	FY 06	FY 07	FY 08	FY 09	TOTAL
Preconditioning Study	\$1.5M							\$1.5M
BCT/DSS POI Development & Pilot	\$1.5M	\$1M						\$2.5M
OSUT POI Development			\$1M					\$1.0M
Assignment Oriented Training Life Long Learning*	\$8.8M	\$50.0M	\$43.7M	\$37.6M	\$33.8M	\$33.8M	\$33.8M	\$221.5M
MSS/MOS Consolidation*	\$1.2M	\$1M	\$1M	\$1M	\$1M	\$1M	\$1M	\$7.2M
TOTAL	\$13.0M	\$52.0M	\$45.7M	\$38.6M	\$34.8M	\$34.8M	\$34.8M	\$233.7M



* Previously presented at DTLD RRC

A Seamless Transition in an Integrated Process

Comanche Aircraft Repair Example

1. Understand the Market

- Situational Awareness (locate the market)
 - Embry Riddle
 - VOTECH

2. Strategic Outreach

- Direct mail to prospects with aviation interests
- Aviation periodical advertisements
- Aviation industry partnerships

3. Recruit

- Recruited by those Selected and Trained
- Assessed to determine if suitable for aircraft repair
- Sold on the job and schedule for training at the prospects h
- or -
- Self applied on the web

Market

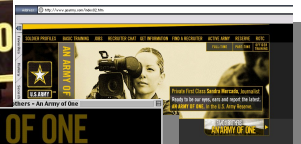
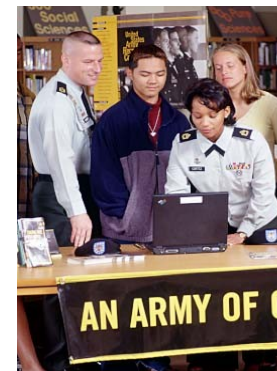
Outreach

Recruit



Business & Commercial Aviation

AVIATION WEEK & SPACE TECHNOLOGY



Developing & Equipping the Objective Force Soldier



Equipping the OF Soldier - Science and Technology

S&T for Full Spectrum Objective Force Soldiers

Unmanned Vehicles



OAV (L) A-160 Hummingbird



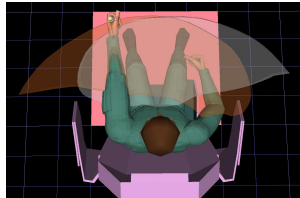
Mule



NLOS/BLOS Fires



Supply Platoon



Soldier/Leader Training

- Adaptive leaders
- Mentally agile force
- Cognitive readiness



Accelerated Leader Development

- Virtual command experience
- 360° leadership awareness



Medical Mission Package

- Advanced Resuscitation Fluids
- Automated Critical Care Systems
- Acoustic Hemorrhage Control

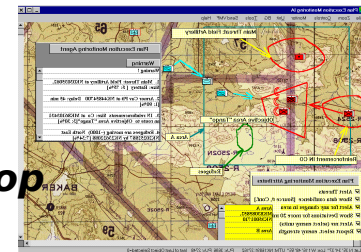


Precision Airdrop

- GPS guidance
- Soft landing
- Drive-on/drive-off

CSS COA Software

- Intelligent Agent Alerts



Rations/Field Feeding

- Enhanced nutrition
- Cogeneration
- Reduced weight & fuel and water consumption

Water Recovery & Purification

- Vehicle exhaust
- Ambient air
- Compact, lightweight, energy efficient



Human Factors Engineering

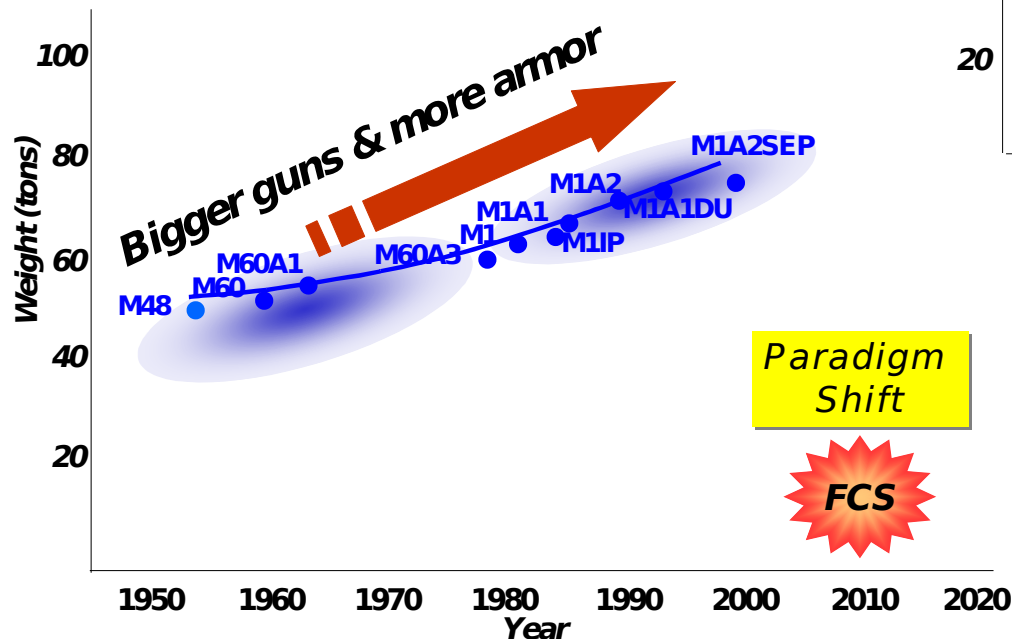
- Human modeling for design
- Cognitive engineering
- Materiel handling/maintenance
- Increase Crew Performance/ Efficiency
- Reduce Crew Size
- Advanced Open Architecture

Objective Force Designs

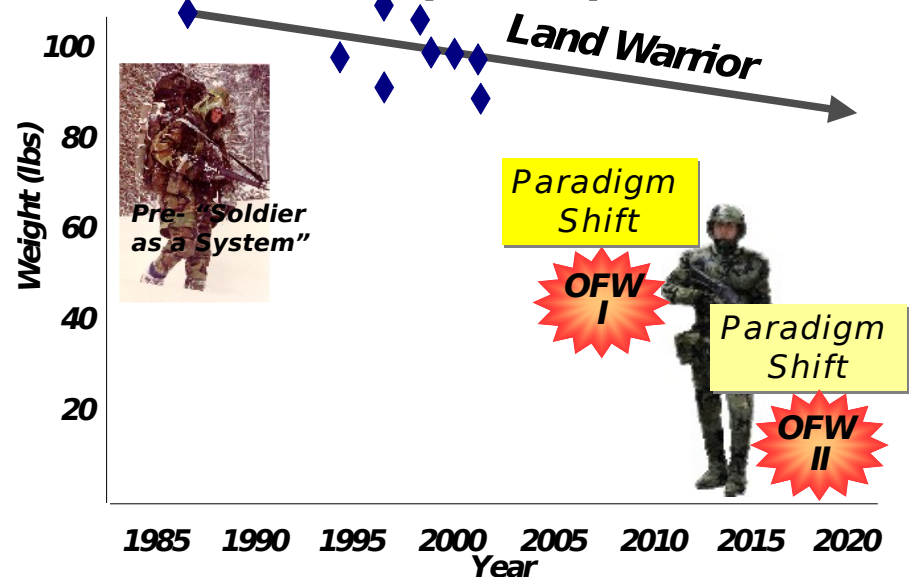
A System of Systems Approach

Transformation Demands Paradigm Shift

Future Combat Systems (FCS)



Objective Force Warrior (OFW)



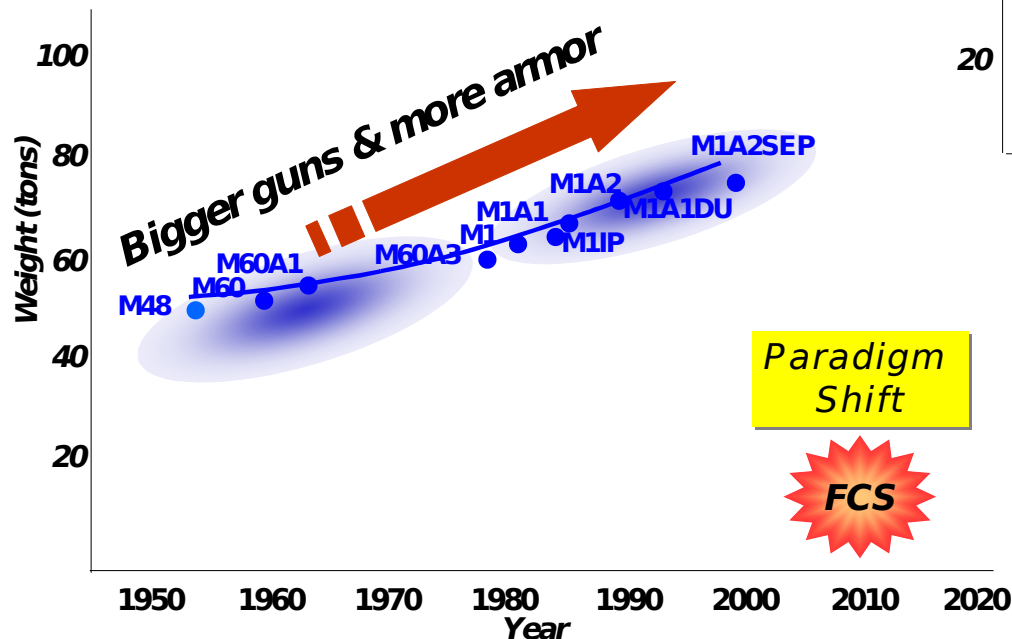
...Yielding
Discontinuity
in Capabilities

Objective Force Designs

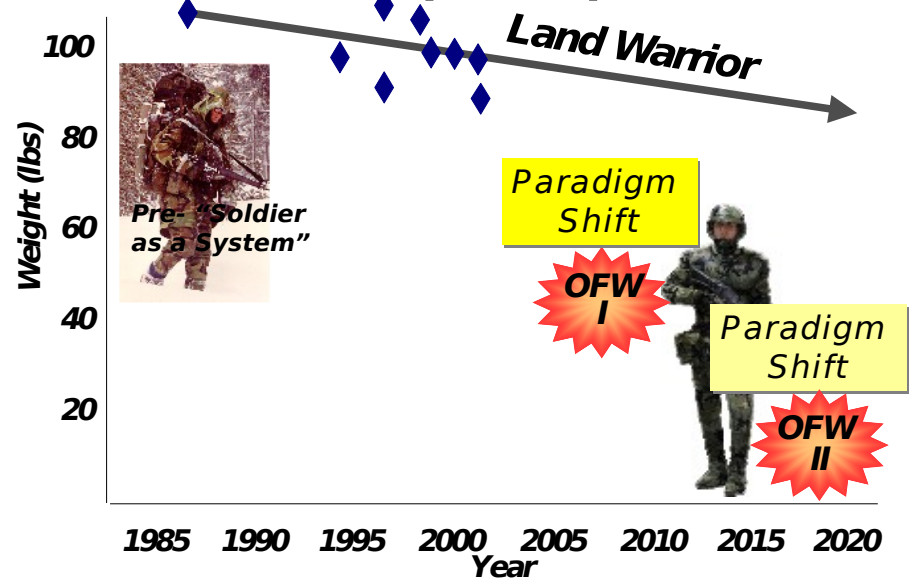
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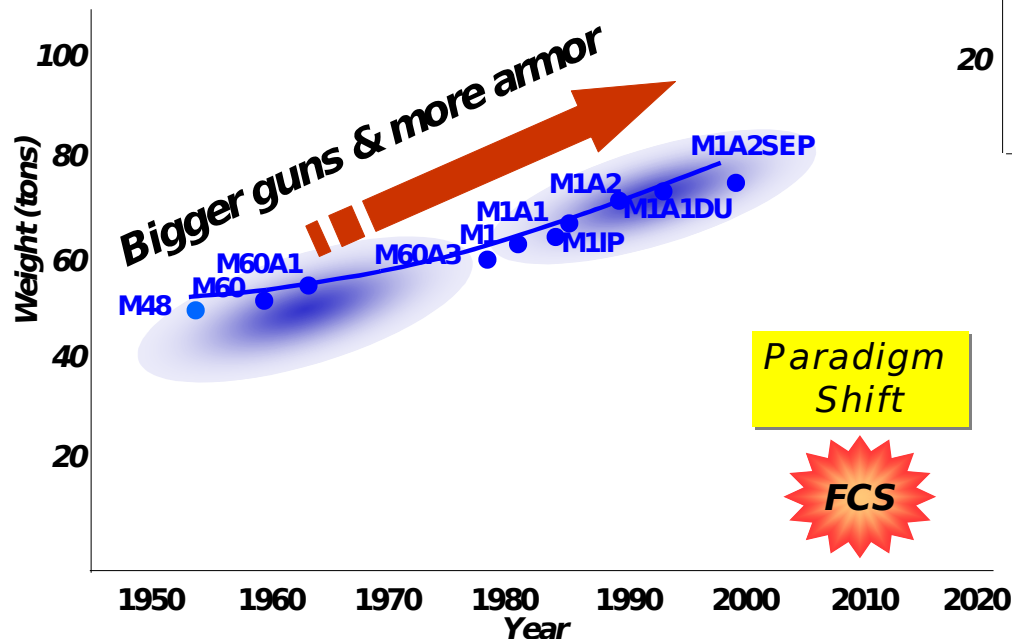
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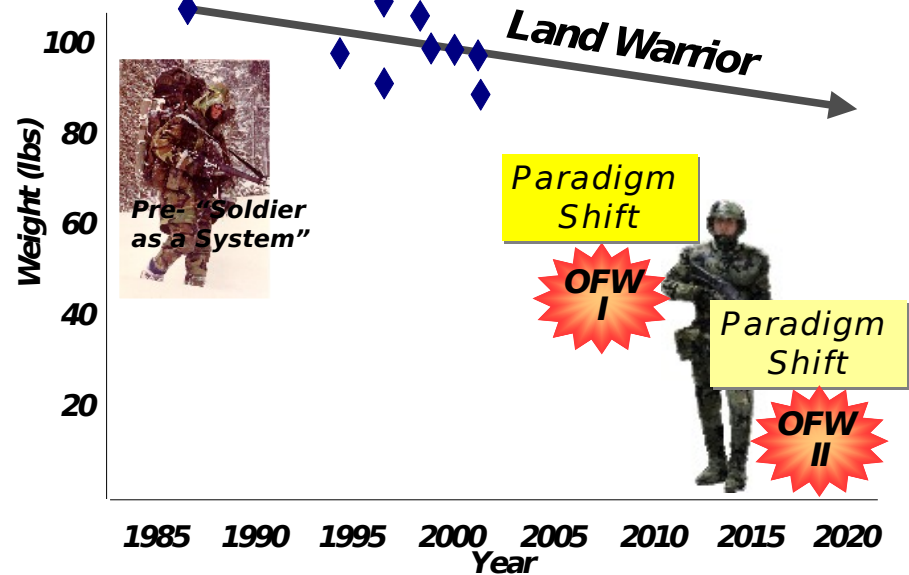
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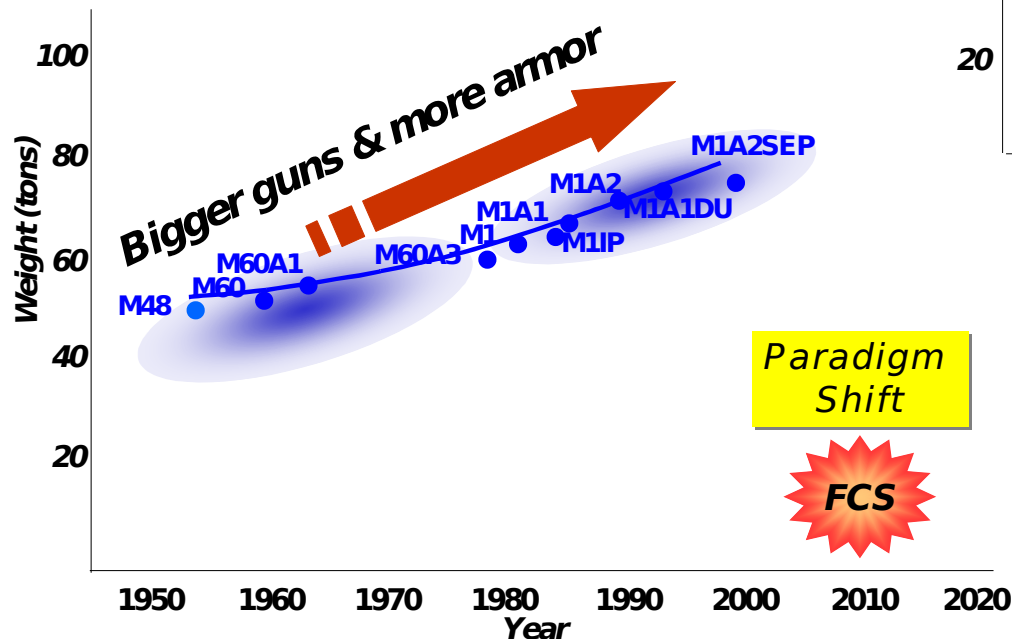
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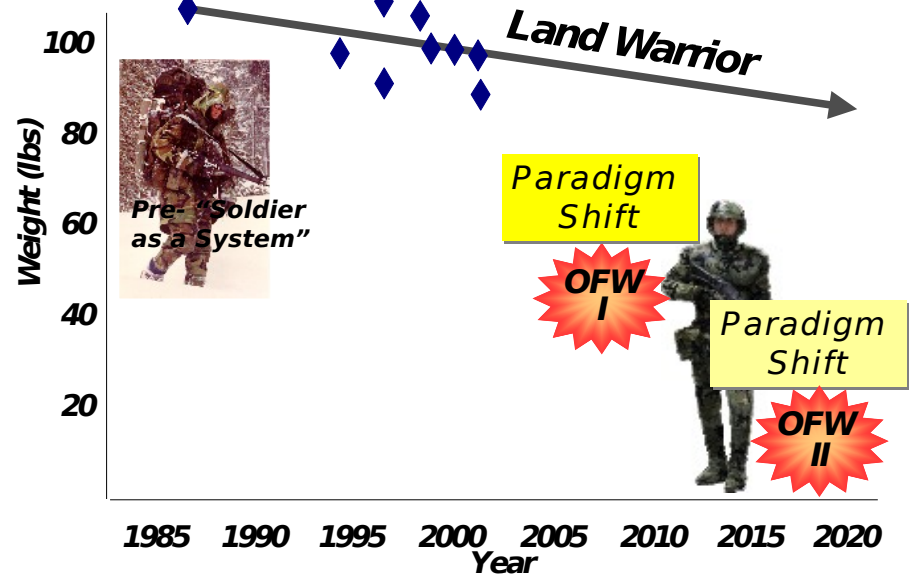
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...Yielding
Discontinuity
in Capabilities

- ▶ **Wears**
- ▶ **Carries**
- ▶ **Consumes**

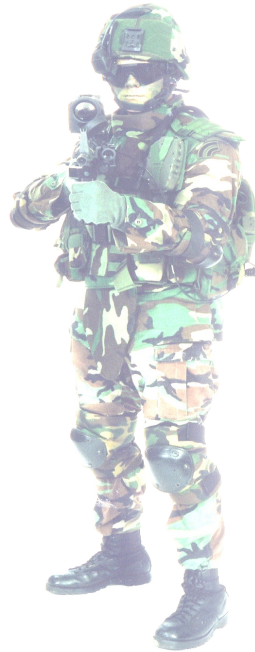


Integrating 346 programs for the Soldier

Objective Force Soldier



Today



**Ranger/
Stryker**



**LW-Advanced
Capability
FCS Block I**

Objective Force Soldier



Today

MEDIC & OTHERS

MOUNTED

AIR

LAND



**Ranger/
Stryker**



**LW-Advanced
Capability
FCS Block I**

Objective Force Soldier



Today



Ranger/
Stryker

MEDIC & OTHERS
MOUNTED
AIR
LAND

LW-Advanced
Capability
FCS Block I

The Soldier System

Infantry



centerpiece



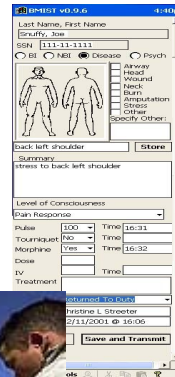
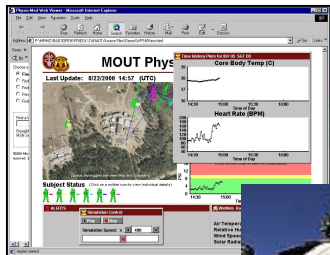
Aviator



ANGV



Medic



MP



Objective Force Soldier Fielding Integration



Alignment and Funding of Multiple Programs Required to Field the Objective Force *Soldier*

**SOLDIER *WILL BE* CENTERPIECE
OF THE OBJECTIVE FORCE
FORMATION**

**Requirements +
Resources = Capability**



Objective Force Soldier RRC Recommendations

- **CSA approve concepts and way ahead to market, outreach, recruit, assess, precondition, train, and equip the Objective Force Soldier**
- **CSA approve concept to pursue a new management model for Soldier weapons and equipment acquisition**